SCIENCE NORTH SCIENCE NORD

An agency of the Government of Ontario

2015–2016 ANNUAL REPORT

Our Vision

We will be the leader among science centres in providing inspirational, educational and entertaining science experiences.

Our Purpose

We inspire people of all ages to be engaged with the science in the world around them.

Our Mandate

- Offer a program of science learning across Northern Ontario
- Operate a science centre
- Operate a mining technology and earth sciences centre
- Sell consulting services, exhibits and media productions to support the centre's development

Our Professional Values

We Are…Accountable, Innovative Leaders
We Have…Respect, Integrity and Teamwork

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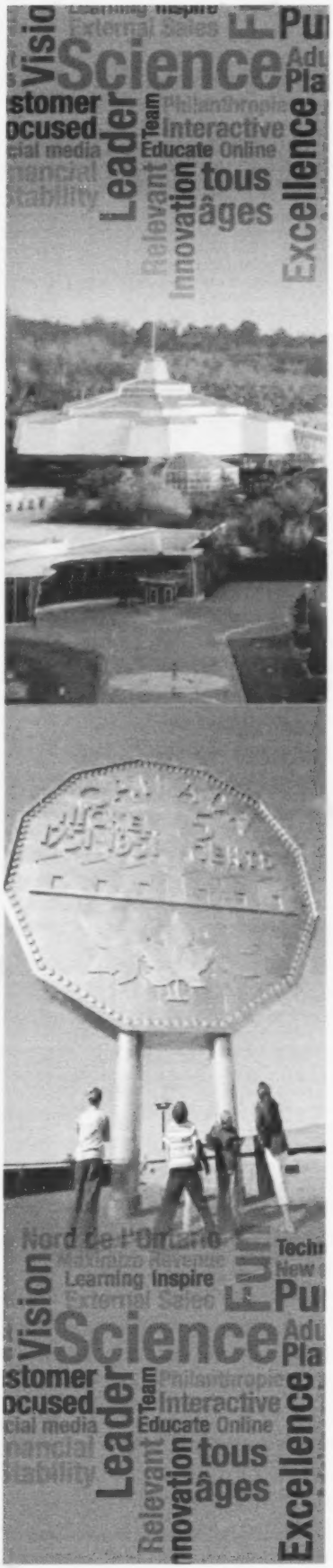


Message from the Chair and Chief Executive Officer

2015-16 marked the third year in Science North's five-year strategic plan. We're proud of the organization's progress in meeting its strategic priorities and goals and delivering on Science North's mandate. Science North continues to focus on delivering top-notch science experiences, great customer service, building a sustainable change culture and financial stability. Here are but a few highlights of the past year.

- Visitors flocked to highly engaging special exhibitions hosted at the science centres including *Imaginate* and *Ice Age Mammals* at Science North and *King Tutankhamun: Treasures from the Pharaoh's Tomb* at Dynamic Earth. The *King Tutankhamun* exhibit experience was augmented by ancillary workshops, programs and presentations and was especially successful at driving older visitor and local demographic attendance. In March 2016 *Megalodon: Largest Shark that Ever Lived*, a paleontology-based travelling exhibition, launched at Dynamic Earth for a six month run.

- The multi-year expansion of the visitor experience at Dynamic Earth continued. In November 2015, ground was officially broken for the start of construction of Dynamic Earth's earth sciences and mining themed outdoor science park. Construction continued late into the season allowing the team to make much progress towards a planned opening date of summer 2016.

- The Science North IMAX® Theatre underwent an important renovation to re-launch in February 2016 as one of only four new IMAX digital laser theatres in science centres and museums throughout North America. This important transformation to IMAX laser capability allows Science North to grow its film releases dramatically and increase programming. The ability to change film titles more frequently and bring in a wider range of topics allows Science North to strategically expand programming to appeal to a broader audience, including adults, young families and the teenage demographic - an important factor in ensuring long-term sustainability.

- Science North, Dynamic Earth and its attractions offered high quality educational experiences to visiting students. In 2015-16, a total of 40,145 students from Greater Sudbury and from out-of-town engaged in school programs, live science shows and specialty experiences.

- In June 2015, Science North celebrated the 5th anniversary of its base in Thunder Bay, established to facilitate the delivery of science camps and outreach programs to Northwestern Ontario. We were thrilled to welcome Premier Wynne as a special guest at this event, as well as other dignitaries and stakeholders. Science North has a mandate to serve all of Northern Ontario. A permanent base in the Northwest has enabled Science North to engage more Northern Ontarians in science learning experiences on a more consistent basis. Staff working out of the Thunder Bay base regularly visit communities west of Wawa, all the way to the Manitoba border, including remote First Nations communities. Over the past 5 years, outreach staff based at Science North in Sudbury and Thunder Bay have engaged with nearly 400,000 people in Northern Ontario.

- Science North delivered programs in elementary schools in First Nations communities including some in remote fly-in communities. The centre's "Bluecoats" (science staff) engaged with 1,785 students through 22 program days in 15 First Nations communities. During this fiscal year, Science North also visited the remote First Nations communities of Kingfisher Lake, Sachigo Lake, Sandy Lake, Wunnumin Lake and Muskrat

Dam. Throughout summer 2015, Science North staff visited Seine River, Wikwemikong, Magnetawan First Nation, Naicatchewenin First Nation, Long Lake #58 and Fort Frances to engage First Nations kids and youth in science camp activities over a total of 18 days.

- Science North science camp programs were delivered in 29 Northern Ontario communities during summer 2015. This included 17 communities in Northeastern Ontario and 12 in Northwestern Ontario. 2,284 children between the ages of 4 and 14 experienced these interactive science camps.

- A science festival was held for the first time in Sault Ste. Marie in spring 2015. The Sault Ste. Marie Science Festival was a collaborative led by Science North with seven partners: Algoma University, Canadian Bushplane Heritage Centre, Entomica, Invasive Species Centre, Natural Resources Canada – Canadian Forest Service, Sault College and the Sault Ste. Marie Innovation Centre. Well over 2,500 participants of all ages were engaged in science and learning throughout the weeklong festival.

- During spring/summer 2015, Science North's *Wildlife Rescue* special exhibition toured four Northern Ontario communities. In partnership with the Lake of the Woods Discovery Centre through City of Kenora, with Chippewa Park through the City of Thunder Bay, with the Hockey Heritage North through the City of Kirkland Lake and through the Sault Ste. Marie Science Festival Partners, Science North involved close to 15,000 visitors in hands-on science.

- Science North is working with six Northern organizations to provide a permanent *Northern Nature Trading (NNT)* experience in their communities. *NNT* experiences have been established at the Canadian Bushplane Heritage Centre in Sault Ste. Marie, the Red Lake Regional Heritage Centre, Science Timmins, the Lake of the Woods Discovery Centre in Kenora, the Chamber of Commerce in North Bay, and the Mary J. Black Public Library Branch in Thunder Bay.

- Science North participated by invitation in the Ontario Premier's Business Mission to China in November 2015. During this mission, Science North CEO Guy Labine formally signed one Letter of Intent and three Memorandums of Understanding with Chinese organizations; including the Hong Kong Science Museum, the Shanghai Science and Technology Museum and the Soong Ching Ling Foundation of Beijing. Premier Wynne, Minister of Citizenship, Immigration and International Trade Michael Chan and Minister of Economic Development, Employment and Infrastructure Brad Duguid witnessed these signings.

- The *Larger than Life Gala*, Science North's fifth annual fundraising gala, was a great success with 347 guests in attendance and nearly $64,000 raised. Funds raised through the Gala allow Science North to create new and exciting experiences for visitors through exhibit development.

- With respect to Science North's workforce, talent management and deployment, succession planning and accelerated leadership development continued to be a focus, with senior leaders working together to ensure workforce plans aligned with strategic priorities. Science North's participation in the Northern Leadership Program (NLP) continues to play a pivotal role in addressing succession planning challenges and leadership capacity at Science North. A major focus for 2015-16 was laying the groundwork for a leadership series at Science North to be led and delivered by Science North NLP graduates.

- An economic impact study completed by TCI Management Consultants, officially released at an event at Science North in February 2016, demonstrates that Science North has played a significant role in bolstering the local, regional and provincial economies through tourism and job creation.

In addition to a highly committed and dedicated workforce, including our staff and volunteers, Science North also has tremendous support from its partners, donors and funders. Working together, we've achieved great successes and Science North has continued to effectively deliver on its mandate for the benefit of those we serve. On behalf of our workforce and Board of Trustees, we'd like to thank all those who've played a part in these successes, including the Ministry of Tourism, Culture and Sport who works with us in a spirit of collaboration and partnership. Looking forward to the future!

Scott Lund
Chair, Board of Trustees

Guy Labine
Chief Executive Officer

Fast Facts

(April 1, 2015 - March 31, 2016)

Memberships

General Memberships	5,347
Corporate Memberships	66
Total	**5,413**

Admissions

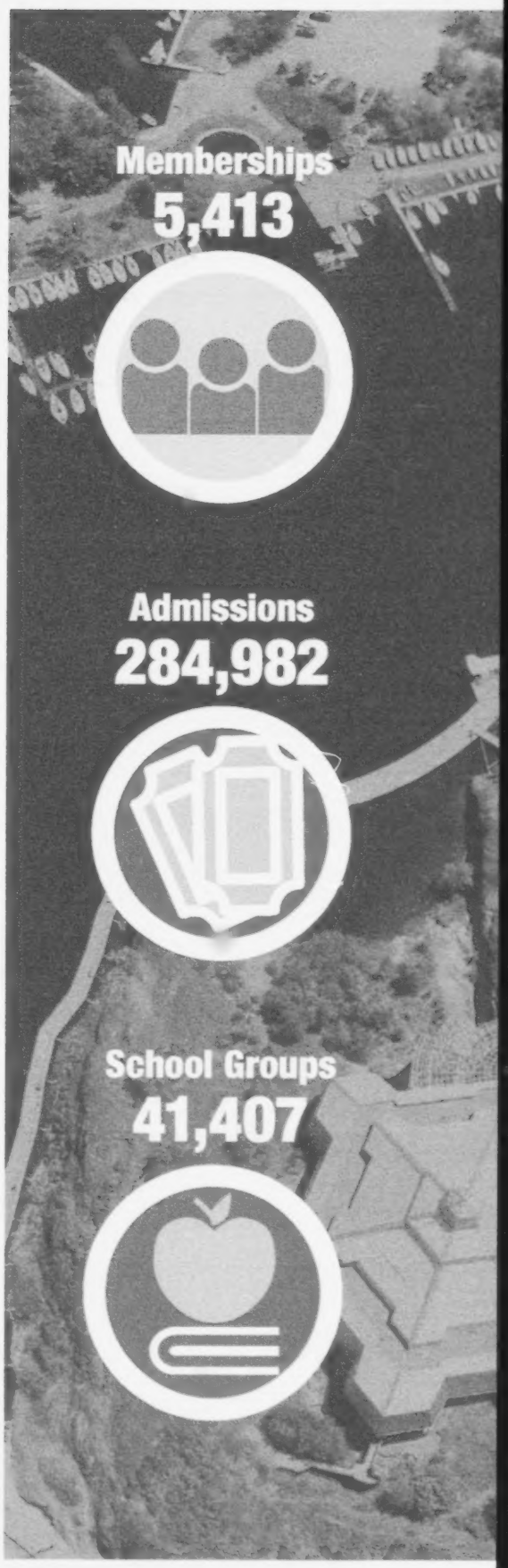
Science North Science Centre (including Special Exhibits Hall)	150,685
IMAX® Theatre	56,529
Planetarium	21,493
Dynamic Earth	56,275
Total	**284,982**

Education Programs - School Groups

Science North Science Centre	19,601	students
IMAX® Theatre	8,871	students
Planetarium	3,582	students
Dynamic Earth	8,091	students
Special Science North Programs		
- Sunset to Sunrise Camp-ins	1,070	students
- Science Olympics	192	students
Total	**41,407**	**students**

Workforce

Employees	92	full time salaried
	161	casual, contract and hourly
Total	**253**	**employees**
Volunteers	315	volunteers
	18,853	volunteer hours



Science Programs & Workshops

Summer Science Camps	2,484	participants (29 communities)
Specialty Programs/New Audiences		
- Children Northeastern Ontario (231), Northwestern Ontario (223)	454	participants
- Teens *(SatURdayNIGHT Science Events)*	207	participants
- Adults (*Science North/Dynamic Earth) NIGHTLIFE on the Rocks events, Explore Science Speakers Series and Science Cafés, Science for Seniors, Ipad Workshops*	5,060	participants
New Year's Eve Family Fun Day Event	1,098	participants
Halloween Event	7,525	participants
Teacher Workshops	182	teachers
After School Science Program	28	participants (186 days)
E-Workshops	1,195	students (56 workshops)
Public Outreach		
- Northeastern Ontario	20,363	participants (43 communities/67 events)
- Northwestern Ontario	8,858	participants (16 communities/36 events)
- In First Nations Communities	392	participants (8 communities/20 days)
School Outreach		
- Northeastern Ontario	33,106	participants (53 communities)
- Northwestern Ontario	11,205	participants (28 communities)
- In First Nations Communities	1,785	participants (15 communities/22 days)
Total	**93,942**	

Spotlight

Economic Impact

Science North Has Significant Impact on Greater Sudbury, Northern Ontario and Provincial Economy

Economic Impact Study Confirms Far Reaching Positive Economic Spinoff With Over

10 Million Admissions

Since 1984

Science North has celebrated over 10 million admissions to its attractions since 1984 – and has played a significant role in bolstering the local, regional and provincial economies through tourism and job creation, according to a study by TCI Management Consultants.

As a significant and growing contributor to economic prosperity, Science North commissioned the study to measure the economic impact as an operating entity in Greater Sudbury, the impact of tourism in Northern Ontario, the impact of international sales of Science North produced exhibits and films and the impact of capital projects including the renewal and expansion of visitor experiences.

"For more than 30 years, Science North has had a substantial impact on the local and provincial economies," said Science North Board Chair Scott Lund. "As the second largest science centre in Canada, Science North's growth and expanding service in Northern Ontario have been greatly enabled by the partners and supporters locally and from around the world."

"Science North continues to have a positive influence on the Greater Sudbury community, the Northern Ontario region and the Province of Ontario through economic and job growth," Guy Labine, Science North CEO added. "It was important for Science North to have an independent assessment and review of Science North's economic impact."

Impact of Operational Spending

Science North has an operating budget of approximately $14.8 million per year. This translates into $37 million of benefits for the local and provincial economy per year, and every year Science North's operations create and support 329 jobs.

Impact of Capital Spending

Over the last 31 years, Science North's capital investments, including renewing and/or expanding visitor experiences, have totaled $152 million (2014-15 dollars). This translates into $157 million in additional impact and has supported 732 jobs.

A Tourism Generator

Science North is the single largest visitor destination in Northern Ontario, with total visitation to all of its attractions at 381,000 admissions during the 2014-15 season. Of these admissions, well over 100,000 were tourists from outside the local area. These tourist expenditures generated $41.5 million in economic impact locally, or $45.6 million provincially. Since opening in 1984, the attraction has sold 10 million admission tickets and those visitors have generated significant economic impact as a result of new and extended stays at hotels and other accommodation facilities, as well as spending on the full range of tourism services, including restaurants, retail outlets, gas stations, transportation services and others. Science North continues to stimulate and attract substantial visitation to Greater Sudbury and throughout Northern Ontario through partnerships with other attractions in the region including the Cochrane Polar Bear Habitat with Arctic and polar bear themed experiences, and the communities of Kenora, Kirkland Lake, Sault Ste. Marie and Thunder Bay with the *Wildlife Rescue* traveling exhibit tour. Science North continues to anchor the region's tourism industry and annually sustains 313 local jobs and a total of 337 in the province.

Impact from International Sales

Since 1994-95, Science North has been involved in the development and lease or sale of exhibits, films, and other award-winning visitor experiences for science centres, museums and other attractions globally. The total value of this activity, measured in terms of 2014 dollars, is $54.2 million ($2.71 million annually). The economic spin-off has generated $130.6 million in direct and indirect impact. Additionally this has helped to create and sustain 1,155 jobs province-wide.

A Catalyst for Positive Image and Brand

The study confirms that Science North has served as Northern Ontario's pre-eminent tourist attraction for the last three decades. Not only is it renowned throughout Northern Ontario, it has a stellar international reputation by virtue of its work in developing exhibits, films, and displays for clients worldwide. In addition to the quantitative benefits, Science North has a positive economic impact in the region and the economy of Northern Ontario in terms of being a catalyst for other types of development and contribution to a positive image and brand for the area.

Community leaders at economic impact study results announcement (Feb. 2016)

Spotlight

Serving Northern Ontario

Science North Celebrates Five Years

of Permanent Presence in Northwestern Ontario With Base in Thunder Bay

Science North, Northern Ontario's science centre, is celebrating a milestone in Northwestern Ontario. It has been five years since a Science North base in Thunder Bay was established to facilitate the delivery of science camps and outreach programs to this area of the province. Science North has a mandate to serve all of Northern Ontario and the addition of a permanent base in the Northwest has enabled Science North to engage more Northern Ontarians in science learning experiences on a more consistent basis. Staff working out of the Thunder Bay base regularly visit communities west of Wawa, all the way to the Manitoba border, including remote First Nations communities. Over the past five years, Science North has engaged with nearly 400,000 people in Northern Ontario.

To commemorate this 5th anniversary milestone, Science North held a special celebration on June 15, 2015. Special guests included Premier Kathleen Wynne; Northern Development and Mines Minister and Thunder Bay-Superior North MPP Michael Gravelle; Ministry of Natural Resources and Forestry Minister and Thunder Bay-Atikokan MPP Bill Mauro; Thunder Bay Mayor Keith Hobbs; as well as Science North officials, school groups, and other community leaders.

"On behalf of the Government of Ontario, I want to congratulate Science North Thunder Bay on five years of incredible community engagement. The centre is a hub of scientific and technological knowledge for Northern Ontario, making science accessible for people of all ages. Through its hands-on learning, fun activities and thoughtful, engaging discussion, Science North helps bridge the gap between science, technology and everyday life," stated Kathleen Wynne, Premier of Ontario.

"The opening of a Science North base in Thunder Bay five years ago was a significant milestone and continues to allow us the opportunity to have an ongoing and sustained presence in Northwestern Ontario," said Scott Lund, Chair of Science North's Board of Trustees. "Having a permanent base in Thunder Bay, from where outreach, summer camps and other programs can be delivered to a much larger area, creates a stronger connection to the programs our science centre offers."

Science North CEO Guy Labine added, "Science North is more than 'Science Sudbury' and that is why we are so pleased to be celebrating five successful

years in Northwestern Ontario. The ability to extend our reach to a growing number of communities across Northern Ontario, allows Science North the ability to meet its strategic goal of delivering a unique brand of hands-on, interactive programs and science-based learning to diverse audiences that include children, families, teens, and adults."

The Ministry of Tourism, Culture and Sport's increase to Science North's operating grant in 2009 was key to Science North's ability to establish a permanent presence in the Northwest and to expand the delivery of science outreach programs and experiences. Science North is working to expand its presence even more in the future.

Spotlight

Ontario Employer Designation

Science North Receives Ontario Employer Designation

Science North, Northern Ontario's science centre, is a proud recipient of the 2014 Ontario Employer designation from the Provincial Partnership Council. Created in 2010, the Ontario Employer designation distinguishes employers that are supporting the futures of significant numbers of young people across the province through experiential learning programs. The award was officially presented to Science North CEO Guy Labine by Jon Hamovitch, Chair of the Provincial Partnership Council on May 29, 2015 at Science North.

"For students, experiential learning programs offer real life, first-hand experience and exposure to the skills needed to succeed in the working world," said Jon Hamovitch, Chair of the Provincial Partnership Council. "In earning this designation, Science North joins an elite group of employers that are delivering these vital opportunities on a larger scale to the benefit of many local students and the greater economy."

Guy Labine (left) and Jon Hamovitch

Science North is committed to supporting Northern Ontario youth and working with education and community partners to ensure quality career-related opportunities and fun and educational science learning experiences. Through co-op programs, participation in career fairs, teen volunteer campaigns at high school open houses, and a volunteer student Teen Advisory Group, Science North partners and builds relationships with teachers and school boards in an effort to actively encourage the participation of youth in the pursuit of careers in science.

"Science North is committed to providing opportunities that advance careers, create opportunities, inspire young minds and build community pride," said Denise Fera, Director, Organizational Development. "We value education partnerships and the talent and fresh perspective young people bring to our team."

Over the past four years, 21 organizations have earned the Ontario Employer designation status. Recipients of the designation are presented with a commemorative plaque and accompanying certificate from Ontario's Ministry of Education and publicly acknowledged for their important contributions. They also enjoy the right to use the Provincial Partnership Council Ontario Employer emblem in their corporate, marketing and communications.

About the Provincial Partnership Council

Comprised of leaders from the private, public and voluntary sectors, the PPC is a volunteer advisory committee of the Government of Ontario. The PPC's mission is to ensure that every employer in Ontario appreciates the value of engaging high school students in meaningful experiences that foster workplace skills development and inform educational and career-related decisions.

Spotlight

Focus on Leadership

Second Cohort Graduates from Northern Leadership Program (NLP)

A new group of 19 individuals from Greater Sudbury have completed training in the Northern Leadership Program – a yearlong professional development program. The pilot project for this model, spearheaded by Science North in collaboration with NLP partner organizations City of Greater Sudbury, Health Sciences North and Laurentian University, was launched in March 2013 and was such a resounding success that the Program has continued. The partner organizations for Cohort 2, which kicked off in May 2014, included founding partners Science North, Laurentian University and the City of Greater Sudbury, with the addition of Collège Boréal and Child & Community Resources.

The aim of the NLP is to develop a strong network of leaders committed to building the North and its leadership capabilities. This one-year experience combines ongoing leadership training sessions, community engagement, executive coaching and mentoring, and action learning-based projects. Each of the five participating organizations in Cohort 2 nominated Fellows and each Fellow has worked on one of five strategic projects – one for each partner. The projects have generated innovative solutions that have the potential to significantly advance major initiatives while creating great leadership learning opportunities.

"Laurentian has been an active partner in the Northern Leadership Program. It is integral to our mandate as a university to be an agent of change in the communities we serve, as well as a locus for the growth of collective knowledge. Through NLP, we are developing the next generation of leaders in our region," said Laurentian University President and Vice-Chancellor, Dominic Giroux.

"The City has been working at enhancing its Talent Management systems and developing the next generation of City leaders. The Northern Leadership Program avails us of world class leadership development opportunities, coaching and "live fire" action learning projects that benefit each of our organizations and the Northern communities we serve," said Kevin Fowke, Interim CAO and Director of Human Resources and Organizational Development, City of Greater Sudbury.

"Collège Boréal was pleased to participate in this year's edition of the Northern Leadership Program; we believed it would be a great opportunity for members of our team to gain the knowledge needed to improve their leadership skills and help our institution grow and prosper," notes Pierre Riopel, President of Collège Boréal. "After seeing the results, we can certainly appreciate how this program has had a positive impact on our organization and our community! Congratulations to all of the graduates and best wishes to the next group of leaders."

"The Northern Leadership Program reaches far beyond professional development. Engaging in this program has resulted in the development of new partnerships, enhanced existing partnerships, provided opportunity to learn from others and to share our knowledge and expertise as well," said Sherry Fournier, Executive Director, Child & Community Resources.

"Strong leaders are important for our community and for our respective organizations. Through this program we are taking concrete steps to accelerate leadership development and better position our organizations for success over the coming years," said Guy Labine, Chief Executive Officer of Science North.

The Northern Leadership Program is now in its third cohort, from which participants will graduate in spring 2016.

Our 5-Year Strategic Priorities (2013-18)

1. Great and Relevant Science Experiences

2. A Customer-Focused Culture of Operational Excellence

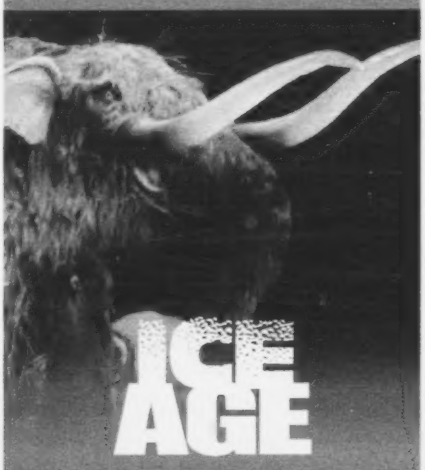
3. Long Term Financial Stability

Strategic Priority 1

Great and Relevant Science Experiences

GOAL 1

Develop new and relevant science experiences to grow current and new audiences



Deliver a program of blockbuster exhibitions at Science North

- In February 2016, Science North opened *Imaginate*, a special exhibition produced by the Ontario Science Centre. This hands-on exhibit featured themes of innovation, collaboration and experimentation where visitors and their families could build, experiment, adapt, and test models and theories to solve interesting and fun science challenges in five areas: flight, materials, gears, friction and light.

- The *Ice Age Mammals* travelling exhibition was staged in the Special Exhibits Hall at Science North from April 1 to September 7, 2015. This engaging special exhibition exceeded the target of 90% for visitor satisfaction, with surveys showing 94% visitor satisfaction. In addition, Science North implemented a program of science activities that included science speakers and complementary exhibits.

- As well Science North completed the design and development of its 11th special exhibition *Wild Weather*. Science North is working in partnership with the Ontario Science Centre on this blockbuster travelling exhibition, which will open at Science North in June 2016. After its summer 2016 run at Science North, the exhibition will embark on a five-year North American tour, starting with the Ontario Science Centre in the fall of 2016.

Renew the visitor experience at Dynamic Earth

- From March to September 2015 Dynamic Earth hosted *King Tutankhamun: Treasures from the Pharaoh's Tomb*, a replica artifact exhibit, through which visitors learned about archaeology, Egypt, King Tutankhamun and the royal civilizations of the 18th dynasty. The exhibit was augmented by Nefer-Mut, a 3,000-year-old mummy on loan from the Royal Ontario Museum as well as additional real mummified artifacts on loan from Ripley's Believe It or Not®. The experience was expanded with ancillary workshops, programs and presentations. The Atlas Copco Theatre featured King Tutankhamun themed films to complement the experience. 56,275 visitors enjoyed the exhibit, on a goal of 44,707. The exhibit was especially successful at driving older visitor and local demographic attendance.

- On November 9, 2015, ground was officially broken for the start of construction of Dynamic Earth's earth sciences and mining themed science park. Construction continued late into the season allowing the team to make much progress towards a planned opening date of summer 2016.

- Exhibit galleries at Dynamic Earth were renewed with six new exhibits. These included hands-on experiences focused on safety and mine rescue, a topographic digital sandbox, historical object pillars, Earth imagery and new introductory components for the Earth and MacLeod Rock Galleries.

- In March 2016 *Megalodon: Largest Shark that Ever Lived*, a paleontology-based travelling exhibition, launched at Dynamic Earth for a six month run. The exhibit features research findings from palaeontologists about this prehistoric shark and showcases both fossil and modern shark specimens and full-scale models. The Dynamic Earth team developed an ancillary program of events and special workshops on the exhibit theme, appealing to a variety of audiences, including a shark family sleepover and a shark film festival.

Develop and implement science programs for varied audiences that will engage visitors with current science

- Given the challenges of changing demographics, Science North continues to build science programs for new audiences including adults and teens. Science North implemented a program of events for an adult audience including the popular *Nightlife on the Rocks* evening events in the science centre (both at Science North and at Dynamic Earth), the Explore Science Speaker Series, and Science Cafés, both in Sudbury and in Thunder Bay. This annual program of events for adults exceeded both attendance and revenue targets, attracting over 3,500 adults. In addition, Science North has continued to offer programs and events for teens such as the *Wild and Scenic Film Festival* and special teen nights for *Pumpkinferno*™ and the Tunnel of Terror.

Renew science labs at Science North

- The FedNor Cyberzone was outfitted with cutting edge equipment, including a laser cutter and 3D printers, used in science and technology programs that inspire creativity and innovation.

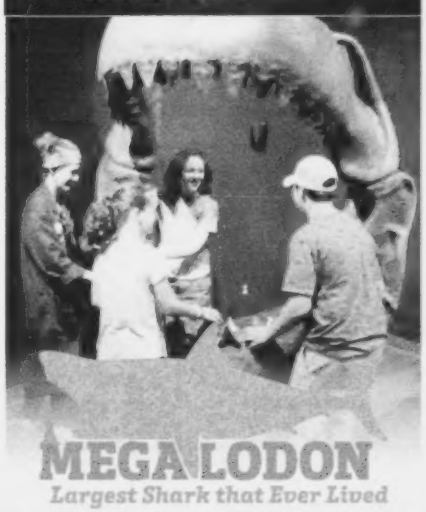
- New experiences, including environmental science activities for our pre-school audience, were added to the TD Canada Trust Toddler's Treehouse.

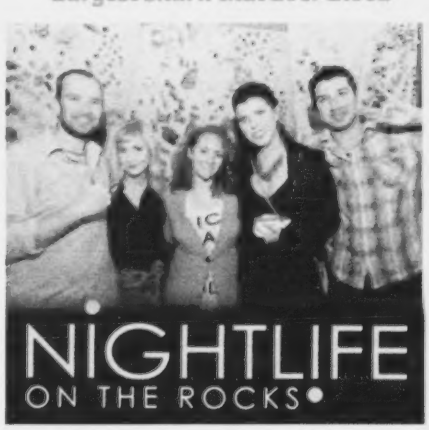
- New activities were added to the BodyZone in preparation for opening a new object theatre on physical activity later in 2016.

Renew the experiences in all of our existing theatres and launch a brand new show

- Set and video production was completed for the new *Ready, Set, Move* object theatre at Science North. The technical installation of this show continues and the theatre will open in fall 2016. This theatre is developed and produced in partnership with the Experimentarium science centre in Copenhagen.

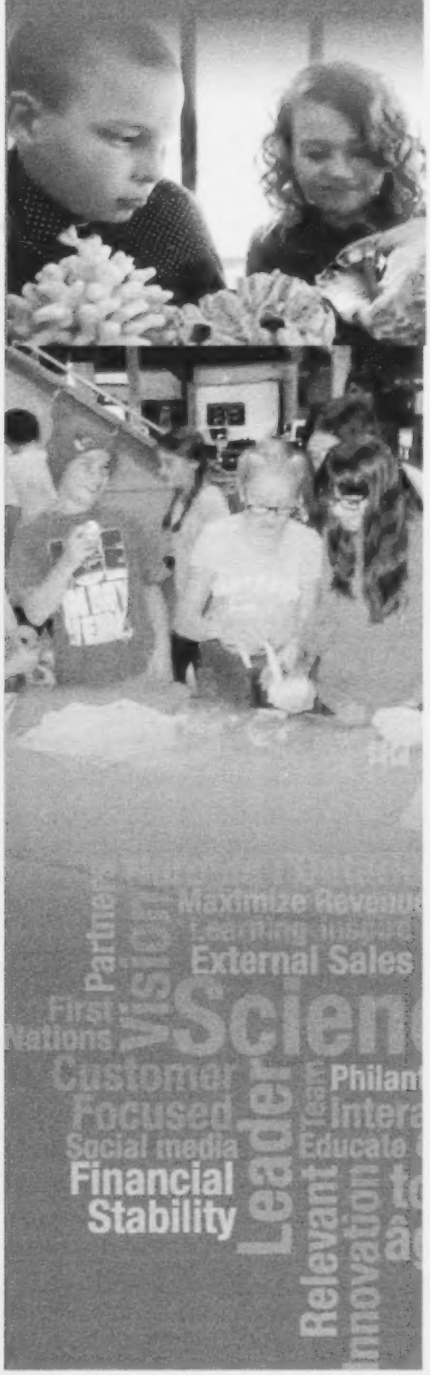
- Planning for a new show in the Vale Cavern, to open in June 2017, has also begun.





GOAL 2

Grow our reach in all of Northern Ontario



Deliver science experiences to First Nations

- Involving Indigenous people in Science North programs continued to be a very high priority throughout 2015-16. Special funding through a three-year NSERC (Natural Sciences and Engineering Research Council of Canada) "Promoscience" grant, ending in December 2016 subsidized Science North-delivered programs in elementary schools in First Nations communities including some in remote fly-in communities. Science North "Bluecoats" science staff) engaged with 1,785 students through 22 program days in 15 First Nations communities in this fiscal year.

- Through a partnership with the Northern Nishnawbe Education Council, Science North was able to purchase seats on flights to remote First Nations communities to do science programming with elementary school students. During this fiscal year, Science North visited Kingfisher Lake, Sachigo Lake, Sandy Lake, Wunnumin Lake and Muskrat Dam.

- Throughout the summer, Science North staff visited six communities including Seine River, Wikwemikong, Magnetawan First Nation, Naicatchewenin First Nation, Long Lake #58 and Fort Frances to engage First Nations kids and youth in science camp activities for a total of 18 days. Science North also visited Sachigo Lake and Muskrat Dam through the public outreach program at the communities' job fairs.

- A new Science North initiative to engage students in First Nations community elementary schools in additional programs has been e-workshops. Using a ZOOM video conferencing platform in which participants can see and hear each other in real time, Science North Bluecoats lead students through a hands-on science program right in their classroom, from the computer. This year's main program theme was on gears. 12 e-workshops have been delivered and all have been very successful.

Maximize educational experiences across Northern Ontario

- Science North, Dynamic Earth and its attractions offer high quality educational experiences to visiting students. In 2015-16, a total of 40,145 students from Greater Sudbury and from out-of-town engaged in school programs, live science shows and specialty experiences. Of the 40,145 students, 19,601 visited the science centre at Science North, 8,091 visited Dynamic Earth, 8,871 experienced an IMAX® film, and 3,579 visited the Planetarium. At Science North, specialty programs for schools included: environment week, space week, and Science Olympics. Earth week, Modern Mining and Technology Sudbury week, Ultimate Structures and First Lego® League were specialty weeks at Dynamic Earth. 1,070 students participated in a "Sunset to Sunrise Camp-in" program, experiencing the science centre throughout the night and participating in science programs from 7 p.m. to 7 a.m. Special exhibitions such as *Ice Age, Tutankhamen, Imaginate* at Science North and *Megalodon* at Dynamic Earth provided high quality and immersive science experiences for students.

- Students from grades 4 to 9 participated in special science innovation and financial literacy programs supported by the Ministry of Education in 2015-16. At Science North, students experienced a full day of activities that included exploring innovation with a space theme by designing and building an egg-stronaut lander, experiencing a space-themed IMAX® film, learning about how the innovation of flight has changed our world and by exploring the results of satellite technology and space exploration on their lives.

- Funding from the Ministry of Education also supported e-workshops. In its mandate to reach students across Northern Ontario, workshops through e-conferencing allowed Science North

scientists to engage grade 5 students in hands-on science programs without the cost of travelling. 56 e-workshops were delivered and involved 1,195 students.

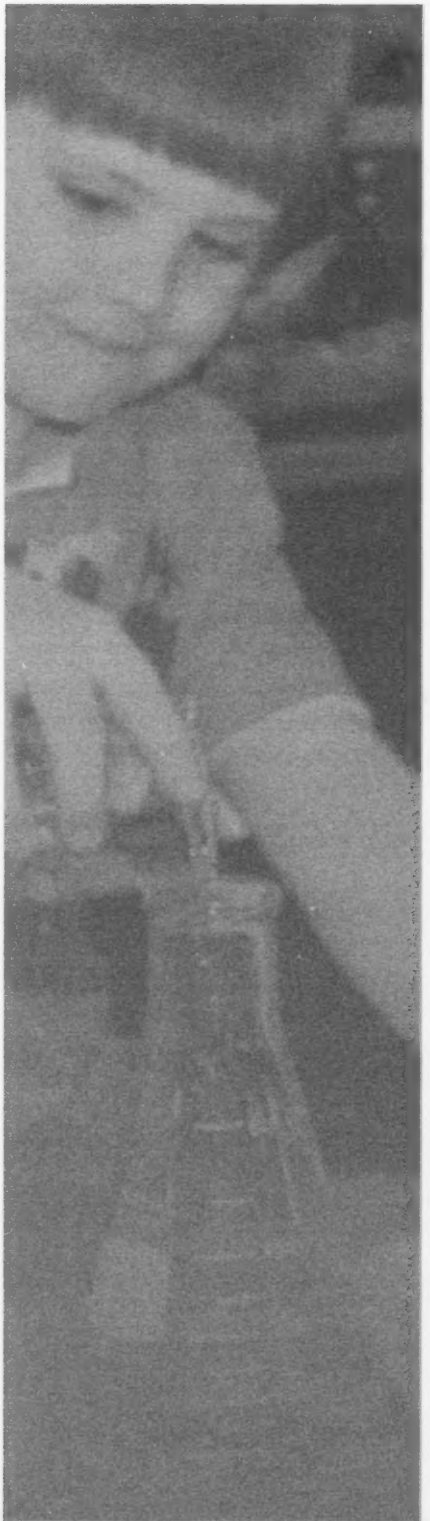
- The Science North outreach team visited 169 schools in Northern Ontario and involved 44,311 elementary school students in science innovation programs funded by the Ministry of Education. Through a special funding initiative, the ministry also provided funding for delivery of family nights in schools. This program provides an opportunity for families to engage together in science activities while making it simple and easy for the school to make this happen. The team presented 33 family nights in Northern Ontario schools and involved 3,180 participants. Overall, Science North reached 46,096 students through its outreach programs.

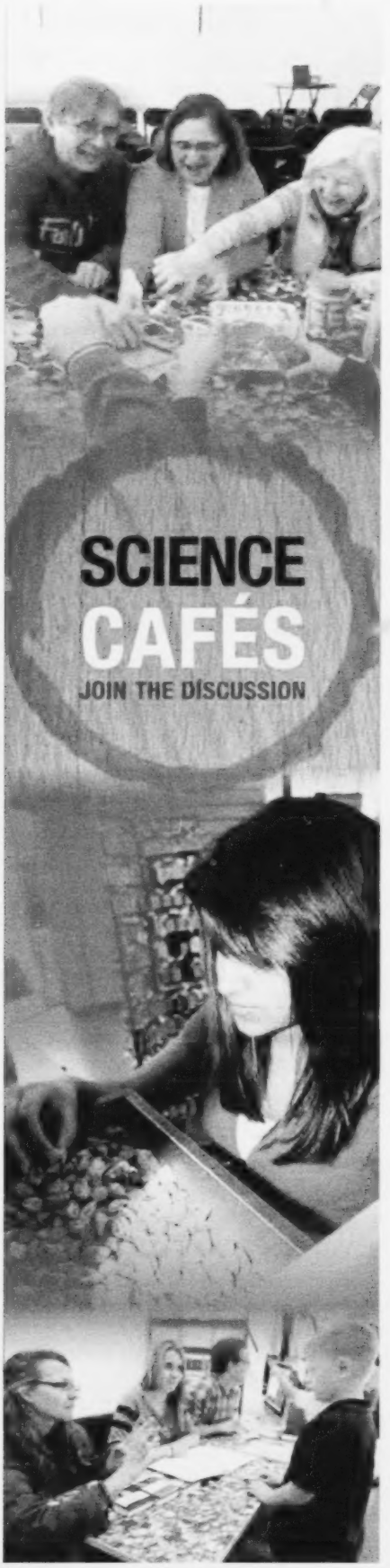
- Through the delivery of teacher workshops, Science North increased teacher comfort levels with science concepts and provided them with hands-on experiences and science demonstrations they could easily deliver in the classroom. Over the past year, Science North delivered 10 teacher workshops in Sudbury, Thunder Bay, and Timmins and at the STAO (Science Teachers' Association of Ontario) conference, with a total of 182 teachers or teachers-in-training that participated.

- Through the creation of a Teacher Champion program, Science North educational program and event information is now being directed to a specific individual in the school in addition to the school principal. These teacher champions have helped ensure information reaches the right people in a timely fashion and this has increased attendance for Science North's school programs and events. Science North currently has teacher champions at 34 local schools.

Offer current, new and varied experiences throughout Northern Ontario

- Over the past year, Science North's "Science En Route" outreach program offered science experiences to the general public at festivals and fairs, libraries and provincial parks in 59 Northern Ontario communities to over 29,221 people: 20,363 in 43 Northeastern Ontario communities through 82 event days and 8,858 participants in 16 Northwestern Ontario communities over 40 event days.





- Science North delivered science camp programs in 29 Northern Ontario communities during summer 2015. This included 17 communities in Northeastern Ontario and 12 in Northwestern Ontario. 2,484 children between the ages of 4 and 14 experienced these interactive science camps with themes including nature, the human body, science discovery, technology and media. Comments from parents and participants continue to show a very high level of satisfaction with these weeklong experiences.

- A science festival was held for the first time in Sault Ste. Marie from April 28 to May 2, 2015. The Sault Ste. Marie Science Festival was a collaborative led by Science North with seven partners: Algoma University, Canadian Bushplane Heritage Centre, Entomica, Invasive Species Centre, Natural Resources Canada – Canadian Forest Service, Sault College and the Sault Ste. Marie Innovation Centre. Well over 2,500 participants were engaged in science and learning throughout the weeklong festival which highlighted science and technology. The festival was developed to involve audiences of all ages through the following events:

    - ARTIE (a student science and technology event featuring nine presenters, and 900 students)
    - Science Café – exploring extreme weather and water quality
    - Science for Seniors – bringing live insect exhibits from Entomica to senior residences
    - VIP networking event for Sault Science Professionals
    - SciFest at Night – an adult night event at the Canadian Bushplane Heritage Centre
    - Family Science Carnival – an event with 22 exhibitors involving families in hands-on science and technology, along with festive activities and entertainment such as live science shows, magic shows, a caricature artist, face painting and mascots.

- Science North is working with six organizations across the North to provide a permanent *Northern Nature Trading (NNT)* experience. The experience is based on the popular *Nature Exchange* at Science North and *Rockhound Lab* at Dynamic Earth where visitors, children and adults alike, bring items they've found in nature and receive points to exchange for other natural items in the science centres' collection. With funding from the Northern Ontario Heritage Fund Corporation (NOHFC) and FedNor, satellite NNT experiences have been established at the Canadian Bushplane Heritage Centre in Sault Ste. Marie, the Red Lake Regional Heritage Centre, Science Timmins, the Lake of the Woods Discovery Centre in Kenora, the Chamber of Commerce in North Bay, and the Mary J. L. Black Public Library Branch in Thunder Bay. The NNT experiences in Timmins and Sault Ste. Marie will be officially opened later in 2016. This is a true partnership where Science North shares expertise and resources and each partner offers a high quality Science North experience in their facility. It's expected these interactive and personalized experiences will increase attendance and repeat visits to these Northern Ontario attractions.

- During spring/summer 2015, supported by funding from the Northern Ontario Heritage Fund Corporation (NOHFC) and FedNor, Science North toured its *Wildlife Rescue* exhibit to four Northern Ontario communities for a six week stay in each location. In partnership with the Lake of the Woods Discovery Centre through City of Kenora, with Chippewa Park through the City of Thunder Bay, with Hockey Heritage North through the City of Kirkland Lake and through the Sault Ste. Marie Festival Partners, Science North involved close to 15,000 visitors in hands-on science in these four communities. Science North and the staff from these

municipalities worked very closely to make this possible in their Northern Ontario community. Science North supported this exhibit experience by providing a Science North 'Bluecoat' (science staff) to lead visitor experiences, supplied marketing materials and other expertise. This opportunity has built strong links for Science North in these communities.

- Since establishing a permanent base in Thunder Bay to better serve Northwestern Ontario, Science North has increased its service to the North and is working to expand its presence even more. Having a permanent base in Thunder Bay has also allowed for the delivery of additional Science North events and science programs in Thunder Bay. These include a science festival, science cafés, specialty workshops including those for PA days and March Break programs as well as a new program launched in 2015-16, *Nerd Nites*, aimed at young adults.

- Science Cafés continue to be popular in Thunder Bay with full capacity attendance. There were four Science Cafés held in 2015-16 with topics such as fertility, microplastics, and Alzheimer's disease. A total of 236 people attended the Science Cafés over the past fiscal year.

- In late February 2016, the 4th annual science festival was held in Thunder Bay. The Science Festival week included a series of events to involve people of all ages in science including:

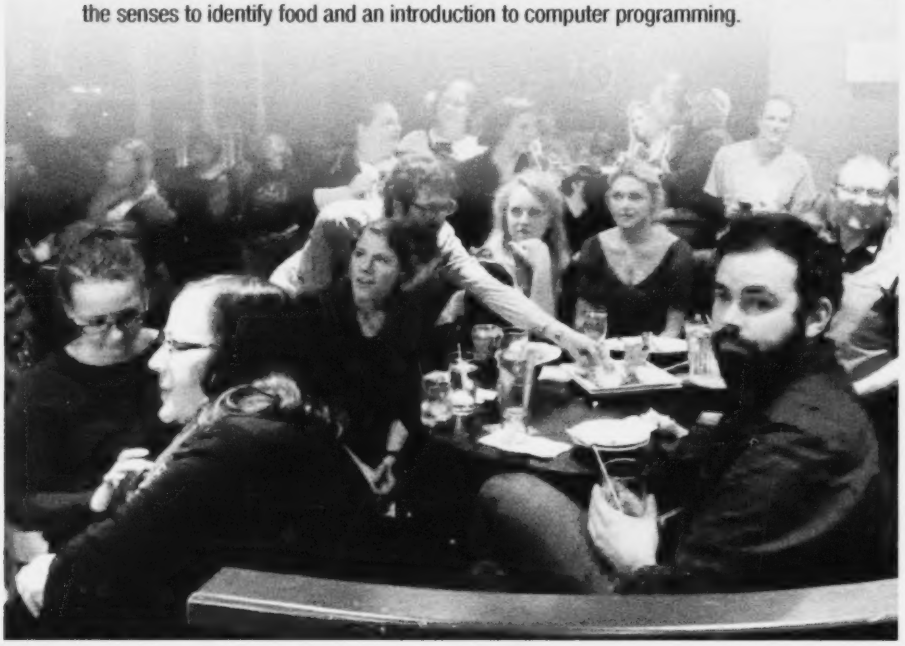
  - A Science Café on the topic of the Thunder Bay Cyclotron, its uses and benefits.

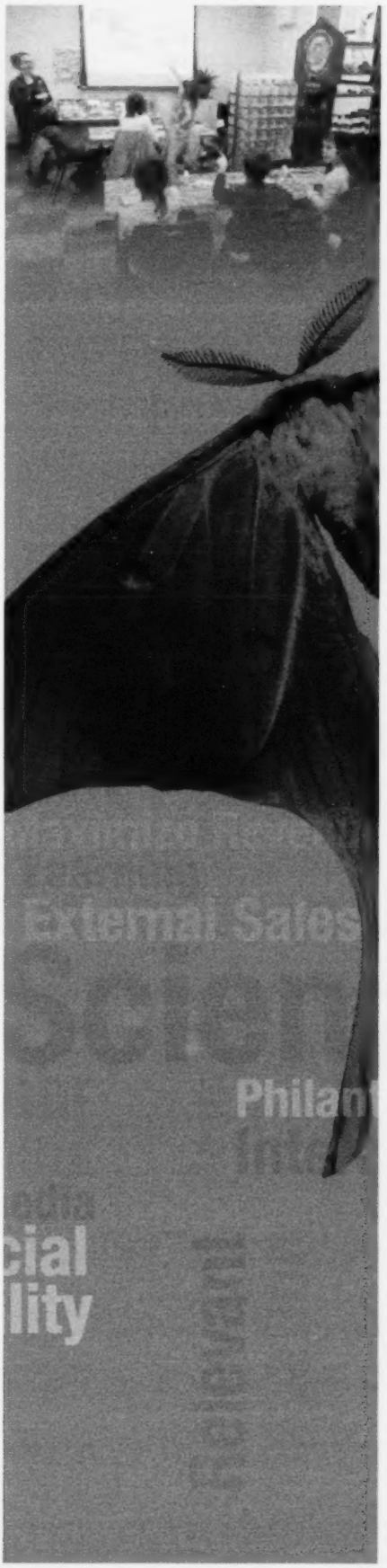
  - A parents and tots puppet show held at the Waverley Public Library.

  - A *Nerd Nite* event including presentations on gay-straight alliances in secondary schools, error-correcting codes, and the chemistry of coffee.

  - A butterfly pinning workshop for young naturalists in collaboration with the *Northern Nature Trading* experience run by the Mary J.L. Black Library.

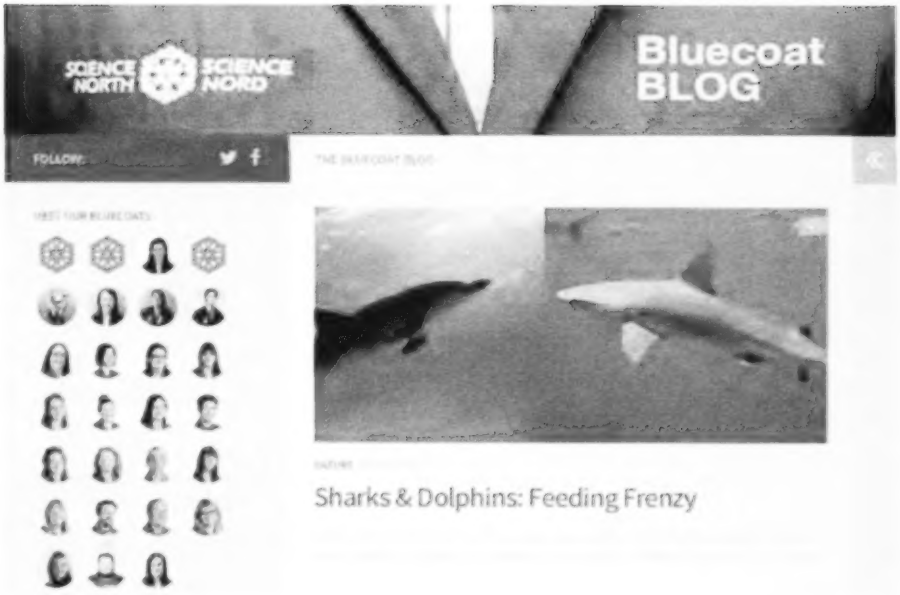
  - A Family Science Fun Day was held at Lakehead University. The event involved 13 organizations (including Northern BioScience, the Northwestern Ontario Innovation Centre, Four Rivers Environmental Group, Ontario Parks, Let's Talk Science, Ohm Base, EcoSuperior and Roots to Harvest) hosting science activities such as making toxin free personal care products, songbird identification, skull and antler identification, a mini-maker space, using the senses to identify food and an introduction to computer programming.





GOAL 3

Offer high quality interactive science learning experiences online



Increase science content online

- Science North created and launched a digital strategy to reinvigorate the online content, brand and visitor experience across all key digital platforms and consumer touch points including the development of a new content strategy, redesign and redevelopment of sciencenorth.ca and dynamicearth.ca websites, and development and delivery of a mobile "box office" designed to increase customer convenience, usage and satisfaction. The request for proposals were completed in early 2016 with a call for submissions and vendor selection to be made early in the next fiscal year.

  In the meantime, the new Bluecoat.ca blog of science content was conceived, developed and rebranded to create a stronger brand linked to Science North's and Dynamic Earth's unique Bluecoat delivery of great science content and experiences. The launch of the new science blog has attracted 80,000 visits and generated some 120,000 page views, confirming that consumers continue to trust and rely upon Science North for high quality, accurate and relatable science content and information.

- Science North received a grant from Google Inc. valued at $120,000 for search engine marketing advertising annually, to help promote science content on the web, thus allowing Science North to further realize its purpose to inspire people of all ages to be engaged with the science in the world around them.

Develop mobile apps to enhance the visitor experiences

- Discover Sudbury, a mobile app that features important geological locations in and around Sudbury, continues to help visitors and tourists to the region discover the hidden gems of the Sudbury basin.

Extend the science centre experiences online

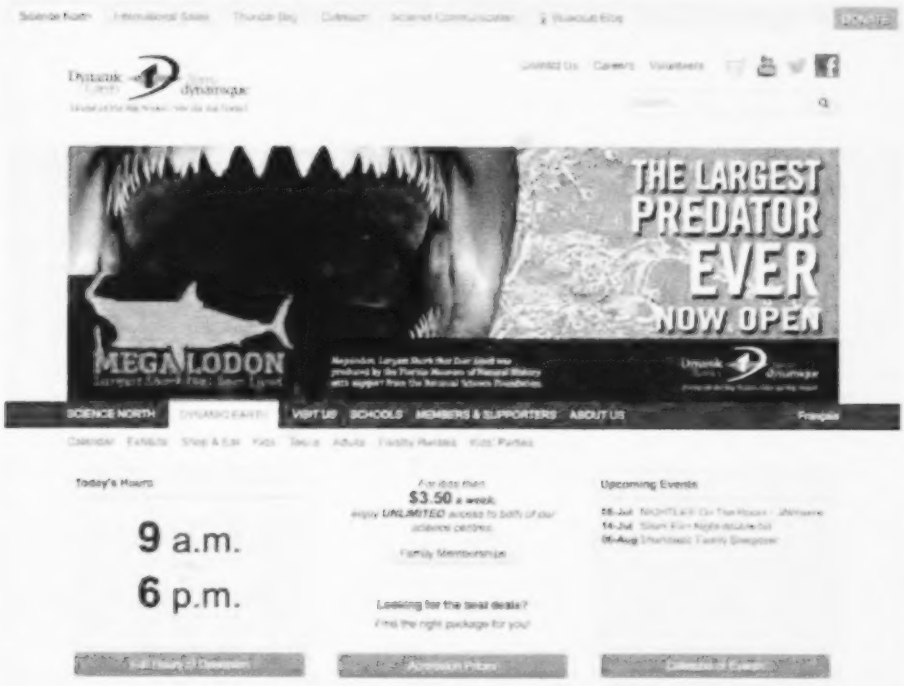
- As more and more Canadians prefer to engage with brands through the rapid rise in social media, digital traffic and mobile usage, Science North's marketing strategy shifted

towards a "digital first" approach to customer and member communications, marketing, public relations, promotions and advertising. To many, the organization's website is the front door to the science centre and as such, considerable efforts continue to be made to enhance the visitor experience digitally long before customers arrive onsite. Customer data and analytics support the continued "digital first" strategy for Science North:

- Overall traffic to the website increased 35% over the previous year to reach the highest traffic levels to date.

- The number of people following Science North via social media channels including LinkedIn, Facebook, Twitter and Instragram primarily, grew by 45% over the previous year to reach over 35,000 people. Science North added over 10,000 net new social media followers, which is the largest annual increase ever.

- Subscription growth to Science North's monthly e-newsletter grew by 25% over the previous year to reach approximately 5,000 engaged consumers.



Strategic Priority 2

A Customer Focused Culture of Operational Excellence

Communicate change ready culture and behavioural model in people, leadership and service environments

- During 2015-16 Science North sought to measure its progress in its workforce's understanding of the change ready concept. The organization knows, based on measurement through our talent management processes, that the Science North workforce understands change readiness to mean an innovative, agile and customer focused organization, which are the three main building blocks of the organization's change ready concept. Science North will continue to build strategies to effect culture change through that understanding to direct its future change ready efforts.

Design and implement programs that motivate and reward change ready actions and behaviours

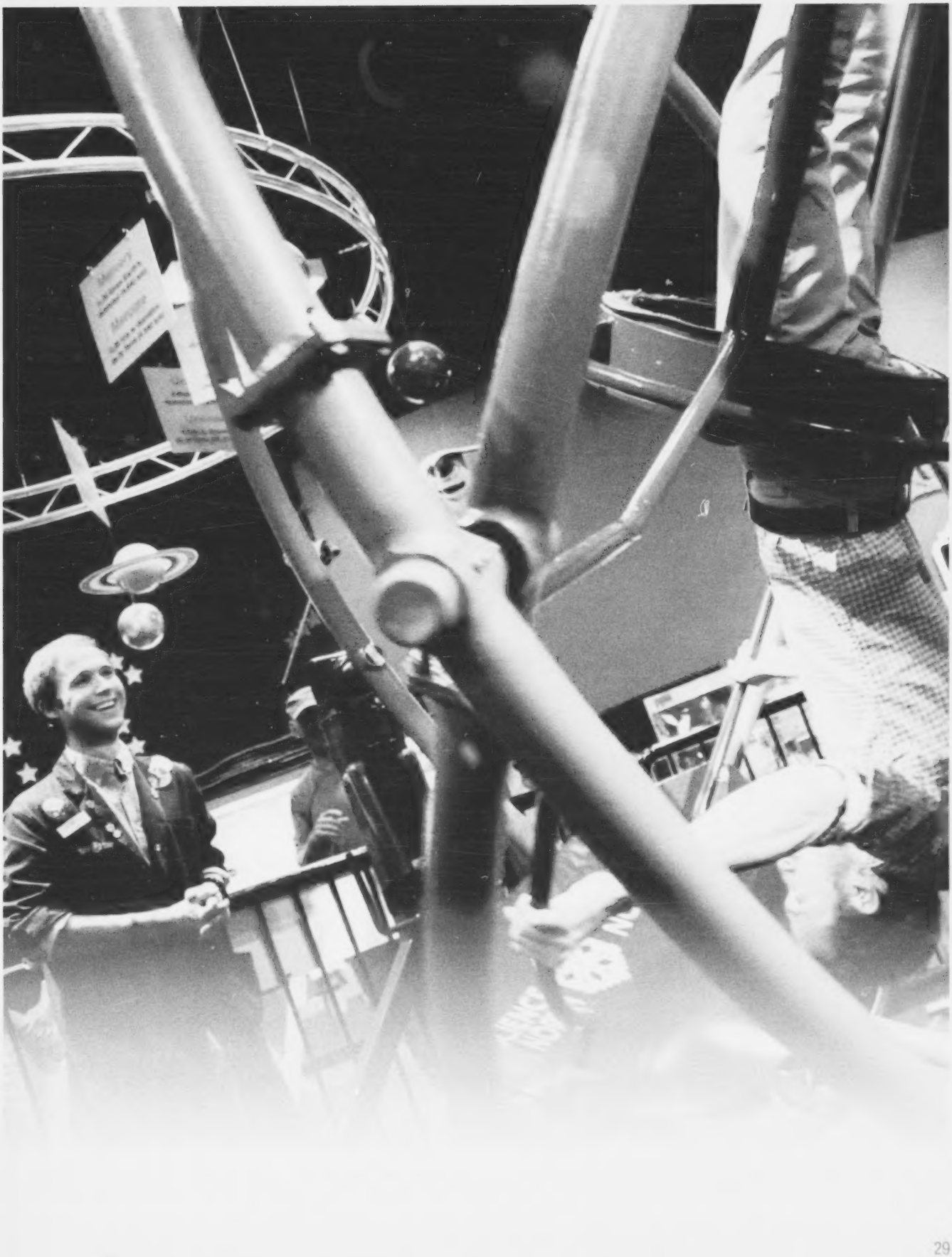
- Science North continues to create opportunities to integrate change readiness into its day-to-day operations, identifying ways to ensure these cross over to service initiatives. Efforts were directed to further advancing the work on Science North's service framework, leveraging Northern Leadership Program project teams. A key part of change readiness is understanding the needs of Science North's varied customers and client base. Strengthening partnerships with and expanded programming for indigenous audiences is a strategic focus at Science North; a culturally aware workforce will continue to play an important role in enhancing client focused programming and service delivery. In 2015-16, Science North hosted organization-wide learning sessions on cultural awareness.

Develop a workforce model for the future

- Talent management and deployment, succession planning and accelerated leadership development continued to be a focus, with senior leaders working together to ensure workforce plans aligned with strategic priorities. A broader picture of Science North's succession planning needs emerged during 2015-16 with more focused discussions on strategies and the development of initiatives to mitigate succession-planning risks.

Invest in learning

- Science North continues to use a formalized approach to learning investments ensuring these link to the organization's strategic priorities. In addition, Science North's participation in the Northern Leadership Program (NLP) continues to play a pivotal role in addressing succession planning challenges and leadership capacity at Science North. A major focus for 2015-16 was laying the groundwork for a leadership series at Science North to be led and delivered by Science North NLP graduates.



GOAL 2

Ensure world-class facilities and fully operational experiences

Implement an exhibit and show maintenance management system that allows for proactive maintenance as well as reactive quick response for all Science North and Dynamic Earth exhibits

- Science North continues to implement an exhibit and show maintenance management system. As a result, in 2015-16 visitors gave the organization a 92% overall satisfaction rate with respect to exhibits and shows being in working order. This is an increase of 1% over last year's results. The maintenance management system also helped the organization to achieve less than 1% downtime for high impact experiences at both science centres.

Implement a cleaning/maintenance management system that ensures the buildings and grounds are reflective of being a world-class facility

- Science North continued to utilize the cleaning and maintenance management system implemented in conjunction with its contracted cleaning company in 2014-15. These weekly inspections, reviews, and any actions to improve, ensured the centre's buildings and grounds remained reflective of a world-class facility, resulting in an achievement of 92% customer satisfaction rate from visitors.

Implement the Ministry's Asset Management System and add on computerized maintenance management system (CMMS) for facilities

- Staff responsible for facilities and capital maintenance have been supporting the ongoing capital asset planning, acquisitions and evaluation, through research, physical observation and business plan development.

- Staff is skilled and focused on the Asset Management Information System (AMIS) for project planning, cash flow management, project return on investment and reporting, ensuring current and future capital needs are properly structured for prioritization and review.

Determine, fund and implement long-term infrastructure investment strategy

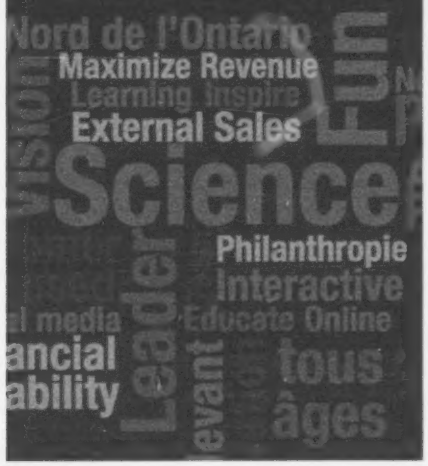
- A two-year infrastructure renewal plan was implemented using Ministry systems and criteria to identify and prioritize projects.

- Complete business case needs and requirements were submitted to the Ministry of Tourism, Culture and Sport. Infrastructure projects were completed ensuring best value for money. These projects included: renewable energy, F. Jean MacLeod Butterfly Gallery glazed roof replacement, enabling accessibility, outdoor parks and roadway upgrades, emergency lighting and fixtures and information management security renewal.

- $1.14 million in infrastructure renewal was funded by the Ministry of Tourism, Culture and Sport and completed within required guidelines.

GOAL 3

Optimize processes, systems and technology to maximize ROI (return on investment)



Implement information management strategy as identified

- A central directory service was established to centrally manage corporate user login accounts, security policy settings and privileged accounts. This system now ensures that corporate network access is secure as employees now authenticate to this service for access to Virtual Private Network (VPN), wireless high-speed Internet and network connections and the current central file storage.
- Computers have been configured to allow access based on the Active Directory credentials, password enhancements have been implemented and improvements to antivirus software has been deployed.

Implement an integrated portfolio project and resource management system to evaluate ROI and deploy resources effectively for events, projects and programs based on qualitative and quantitative factors

- Science North has implemented project management improvements aimed at creating efficiencies and evaluating return on investment.
- Systems were put in place to properly plan projects and events through project charters and event planning tools resulting in improved communication, planning, reporting and evaluation.

Implement Point of Sale (POS) and Customer Relationship Management (CRM) system that enables real time online sales, advance sales, self service and enhanced customer relationship ability

- A new point of sale system was implemented in May 2015. This new system enables "real-time" ticket sales from both online and in-person channels, provides opportunity to increase customer data capture and increases advanced sales to IMAX films, events, and packages.
- Advance ticket sales to attractions increased by 224% over 2014-15 and advance ticket sales to Science North events increased by 60% over 2014-15.
- Print-at-home ticketing was developed and implemented in October 2015. Further investigation into mobile ticketing sales applications was conducted and implementation is planned for fall 2016.
- Science North continues to investigate the customer relationship capabilities within the new system and the need for a larger strategy has been identified, with plans to implement in 2016-17.

Implement an efficient customer focused system for bookings (functions, groups, schools) and registrations (camps, programs)

- More than 70% of all Science North science camp registrations were done online in 2015-16 as a result of the improvements made to the existing registration system and camp website last year. System users also indicated a very high level of customer satisfaction (97%).

Identify and implement continuous improvement to operational processes

- A cost savings of $12,500 from process improvements implemented in 2013-14 and 2014-15 was sustained in 2015-16, with an additional $11,500 in savings achieved from process improvements implemented in 2015-16, for a total of $24,000 in cost savings for 2015-16.

GOAL 4

Practice environmental responsibility

EV Charging Station

40% energy reduction for tunnel lighting

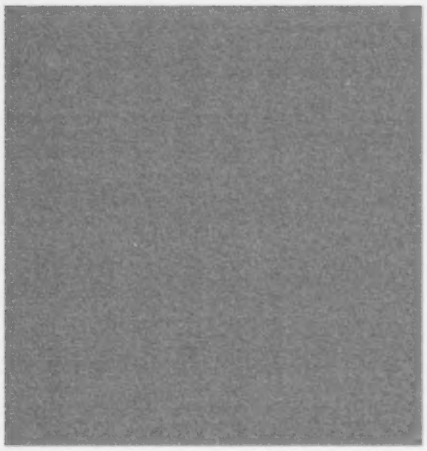
Nearly 40K water bottles saved (and counting)

Upgraded parking lot lighting

Current transmitters and infrared scan

F. Jean MacLeod Butterfly gallery boilers

Recycling



Identify and implement environmentally responsible operational practices with ongoing corresponding measurement and communication

- A total of seven environmentally responsible initiatives implemented in 2013-14 and 2014-15 were sustained in 2015-16, and two new initiatives were implemented in 2015-16 for a total of nine initiatives to March 31, 2016. The two new initiatives in 2015-16 were Science North-branded bike racks for staff and visitors at both Dynamic Earth and Science North, and the replacement of paper towel dispensers with high efficiency hand dryers, which was in the initial phase of implementation at March 31, 2016.

- Customer awareness of Science North's operational practices was 55% in 2015-16.

Identify and implement projects with positive ROI based on environmental audits and/or metering

- Infrastructure projects implemented, together with operational practice improvements, resulted in an energy consumption reduction of 11.3% over 2013-14 consumption at the Science North and Dynamic Earth sites.

Research, identify and fund highly visible renewable energy projects with positive ROI

- As part of the Smart Micro Grid project, approval of solar panel design was obtained and a contract awarded to the solar panel supplier for installation of two trackers and a fixed photovoltaic array.

- Planning for the project was completed including partnership agreements, procurement documents and permit requirements.

- Coordination of electrical infrastructure requirements with partners was finalized.

SCIENCE
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Strategic Priority 3

Long Term Financial Stability

GOAL 1

Grow and diversify our external sales revenue

Develop and implement action plan to grow external sales in new emerging markets

- Science North participated by invitation in the Ontario Premier's Business Mission to China in November 2015. During this mission, Science North CEO Guy Labine formally signed one Letter of Intent and three Memorandums of Understanding with Chinese organizations, including the Hong Kong Science Museum, the Shanghai Science and Technology Museum and the Soong Ching Ling Foundation of Beijing. Premier Wynne, Minister of Citizenship, Immigration and International Trade Michael Chan and Minister of Economic Development, Employment and Infrastructure Brad Duguid witnessed these signings.

- Science North and the Ontario Science Centre, with the financial support of the Ministry of Tourism, Culture and Sport, continue to work together on a joint International Market Development Initiative to target the Asian market for consulting, travelling exhibits and multimedia film products. The provincial government funded the first three years of this project (phase 1) in 2012 and made a further commitment in March 2015 to support the second phase of this International Development Initiative for the next two years. The overall goal of this project is to leverage both science centres' previous successes to continue to grow Science North's and Ontario Science Centre's volume of exports and presence in the Asian cultural attractions market.

- In January 2016, Science North's CEO Guy Labine and Senior Manager, International Sales Ashley Larose travelled to China as part of an invited panel of North American experts on the topics of science centre philosophy and potential collaborations between Science North and science centres under development in China. The Science North team also delivered sales presentations with respect to Science North's object theatres and Nature Exchange experiences to the leadership from the Soong Ching Ling Foundation, China Science and Technology Museum and Beijing Association of Science and Technology, Henan Association of Science and Technology, Guangzhou Innovation Committee and Shandong Science and Technology Museum.

Secure one new partnership for the development of a new Science North visitor experience

- Science North secured a partnership with the Ontario Science Centre valued at $500,000 for the fabrication of the *Wild Weather* travelling exhibition.

Integrate new Science North travelling exhibits into travelling exhibit business to achieve planned targets

- Two new travelling exhibits were incorporated into Science North's travelling exhibit business: *Wild Weather* and *Game Changers*, an exhibit developed by the Canada Science and Technology Museum in consultation with Science North. Lease agreements for both of these exhibits have been secured ahead of their formal openings.

Review our external sales business plan and adjust as necessary including our product and service offerings, market targets and marketing and sales strategies

- An in-depth review of past external projects was completed, along with an environmental scan of pertinent markets, both current and potential.

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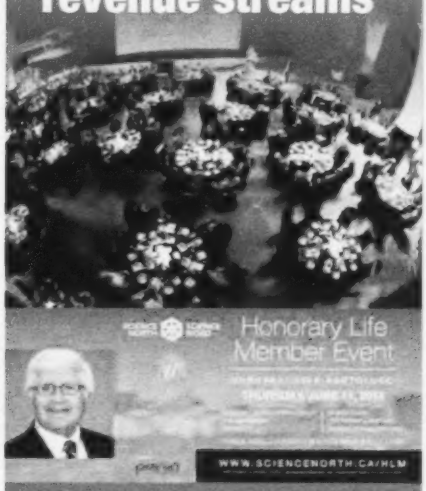
2015年11月5-13日

GOAL 2

Grow philanthropic revenue streams



Develop and implement a communication strategy around charitable status

- Science North commissioned an independent survey to gauge awareness in the City of Greater Sudbury regarding Science North's charitable status. This survey, conducted in February 2016, showed an awareness level of 44%, an increase of 2% as measured in 2015.

- Partnerships with agencies such as CanadaHelps.ca, external fundraising initiatives such as Giving Tuesday, social media, and partnerships with local businesses and organizations like A&W Restaurants contributed to sustaining Science North's steady increase in charitable awareness.

Develop and implement a 5-year action plan to increase donations and sponsorships including those from individuals, foundations, corporations etc.

- Science North secured a total of $227,421 toward annual fundraising goals in 2015-2016. Some highlights included: TD Friends of the Environment providing $14,240 for Science North's summer science camps program in Northern Ontario as well as $5,000 towards Environment Week – an exciting week of programming at Science North for local schools; the J.P. Bickell Foundation providing $25,000 in support of Dynamic Earth's expansion and renewal; the Ontario Power Generation providing $10,000 for Science North outreach programs, summer science camps and Dynamic Earth's FIRST LEGO® League initiative; and Vale's contribution of $50,000 to Science North's newly formed Corporate Patron Program.

- On June 11, 2015, former Cabinet Minister, Sudbury MPP and Sudbury City Councillor Rick Bartolucci was recognized as a Science North Honorary Life Member. The Honorary Life Member Award was instituted in 1984 by the Board of Trustees of Science North to recognize individuals who have made an outstanding contribution to science and/or to Science North. In celebration of this event the 'Rick Bartolucci Fund' was created, with over $34,000 raised, directed to the distribution of complimentary Corporate PLUS Membership passes to local service agencies and non-profit organizations that serve children and youth with special needs.

- On April 9, 2015, Science North hosted its fifth annual fundraising gala, the *Larger than Life Gala*. Welcoming 347 guests, Science North raised nearly $64,000. Sponsors who generously contributed to the event with both funds and in-kind support greatly supported the success of the event. Funds raised through the gala allow Science North to create new and exciting experiences for visitors through exhibit development.

Develop and implement a 5-year action plan to increase corporate memberships

- Science North secured $62,440 in Corporate Membership revenue, an increase of 14% from 2014-2015.

- In September 2016 a finalized plan was put in place to enhance the Corporate Membership program, rolling it into the new Corporate Patron Program, in order to increase value and align with participant marketing and community relations objectives. A creative marketing plan is complete, and a campaign launch is expected to take place by August 2017.

- On October 12, 2016, Science North hosted a Corporate Member Appreciation event, including a behind-the-scenes tour of Dynamic Earth's award winning *Pumpkinferno*™ exhibit. Over 100 current and prospective members attended this 'spooky' event, resulting in an influx of renewals and new corporate memberships.

ENTRANCE
ENTRÉE
HAPPY HALLOWEEN

GOAL 3

Increase and maximize grant revenue

Implement strategy for maximizing grant revenue

Science North implemented various strategies in 2015-16 to secure grants for operational and capital initiatives from municipal, provincial and federal funding programs. This included maintaining relationships with existing funders and developing new relationships where opportunities emerged. Ongoing activity in the areas of proposals in development, proposals under review, funded projects being implemented and reporting requirements met, and sourcing of new opportunities for funding, helped maximize the organization's success. Some examples follow.

- Employment and internship grants secured in 2015-16 totaled $265,972. This included funding for six new internships through the Northern Ontario Heritage Fund Corporation and one through Natural Resources Canada's Science and Technology Internship Program.

- Support from several tourism partners proved beneficial to the success of *Pumpkinferno*™ and the Northern Ontario tour of *Wildlife Rescue* in 2015, and the MEGA March campaign in 2016. A combined $64,000 was secured through Sudbury Tourism, Northeastern Ontario Tourism, Tourism Northern Ontario, and the Ontario Tourism Event Marketing Partnership to support these events. Additionally, a $59,400 investment from Celebrate Ontario, a program of the Ontario Ministry of Tourism, Culture and Sport, contributed to a successful 2nd annual *Pumpkinferno*™ event at Dynamic Earth.

- The City of Greater Sudbury continued to invest in Science North's efforts with $50,000 for the conversion of the IMAX® Theatre to digital laser technology and $10,000 for Canada Day celebrations. July 1 festivities were also supported by $29,000 in investments from the Ontario Francophone 400 program and Canadian Heritage.

- Canadian Heritage, through its Canada Cultural Spaces Fund, also provided a grant of $75,000 to Science North for facilities improvements. This included upgrading emergency and exit lighting, fire suppression systems, HVAC/electrical and mechanical systems, and the security system.

- Science North's relationship with the Ontario Ministry of Education continued to grow this past year. A reinvestment in delivering quality and immersive school programs, in English and French, to children across Northern Ontario helped accomplish mutual goals. Additional support from the Ministry through its Parents Reaching Out program allowed Science North to deliver engaging Family Night programs in Northern Ontario.

- Employment and Social Development Canada invested $50,000 in a new, fully accessible sales and visitor services centre at Science North. This investment was made through the Enabling Accessibility Fund to help improve physical accessibility and safety in this area for employees at Science North.

- During 2015-16, *Northern Nature Trading (NNT)* experiences, supported by funding from FedNor and the Northern Ontario Heritage Fund Corporation, were established in Thunder Bay, North Bay, Timmins and Sault Ste. Marie. Previously opened locations included Kenora and Red Lake.

- The inaugural Sault Ste. Marie Science Festival, of which Science North is a partner, was supported by FedNor with a $15,000 investment.

Maximize accountability and credibility in grants management

Being accountable and credible in managing grants is a high priority for Science North. In an era of limited resources, increased demand for public funding, and greater scrutiny on 'value for money', this is of utmost importance.

In 2015-16 five best practices in Grants Management were identified and implemented by Science North. They included:

- Maintaining good stakeholder relationships; continually cultivating and building trusting, honest and authentic relationships
- Timely and accurate reporting; showcasing accountability and credibility
- Thorough program evaluation; reporting on performance and successes (or obstacles) compared to goals
- Solid financial tracking system; knowing what projects are active, when the next report or claim is due, grants paid versus outstanding balance
- Accurate database management; accurate, up-to-date records on grantors

As in the past, Science North will build credibility by continuing to demonstrate honesty and integrity in its grants management, following through on commitments, practicing open and honest communications, and going above and beyond in meeting the expectations of funders and stakeholders.

GOAL 4

Explore and maximize all other potential revenue streams

Research and implement new revenue streams as identified

- The initiatives implemented in 2013-14 were sustained and generated $28,000 in 2015-16.
- In 2014-15, it was determined that the best approach to maximize revenue potential for Science North would be to conduct a full review of the current assets and to research potential new revenue generating visitor experiences focused on utilizing the existing outdoor space at Science North.
- The site review committee has engaged community partners in this review and research and will have final recommendations for new revenue-generating initiatives by spring 2016 for implementation in 2016-17 and 2017-18.

WILD
WIND

Science North Funders, Donors and Sponsors*

Science North's successes have been possible with the generous support of funders, donors and sponsors. Sincere thanks are extended to each and every one of them.

Government Supporters

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Greater Sudbury Development Corporation
Greater Sudbury Hydro Inc.
Ministry of Education
Ministry of Francophone Affairs
Ministry of Northern Development and Mines
Ministry of Tourism, Culture and Sport
Ministry of Training, Colleges and Universities
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Alice and Brian Cormier
CTV Northern Ontario
Dalron Construction Limited
Glen and Paula Davidge
Sue and Perry Dellelce
Stephanie and Chris Deschenes
Desjardins/Caisse Populaires du Grand Sudbury
DiBrina Sure Group
Peter Dow

Dwight Duncan
Lorraine Dupuis
Echo Rental and Supply Ltd.
Epsilon Medical Solutions Ltd.
Eventful Times
Denise Fera
FIRST Robotics Canada
Fisher Wavy Inc.
Terrance Galvin and Rebecca Coughlin
Giant Tiger Stores Limited
Lyne Giroux and Paul Lefebvre
Chloe Gordon
Mario and Anne Marie Grossi
Hatch
Manfred and Paula Herold
Hollandia Land & Environmental Solutions
Home Depot
Clyde and Karen Hourtovenko
Huntington University
IMAX® Corporation
International Union of Operating Engineers
Interpaving Ltd.
Ionic Mining Systems
Itasca Consulting Group
J. Corsi Developments
Kal Tire
Dave Kelly and Eileen Kotila
Emily Kerton
Erica and Joshua Kohtakangas
Dr. Rayudu Koka
KPMG
Jeffrey Laberge
Mark and Sirkka Laberge
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Guy Labine and Michelle Tonner
Claude Lacroix
Cathy and Len Lafantaisie
Kristal Lafantaisie and Don Duval
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Charlie Lily
Felix Lopes Jr. and Liane Lambert
Lopes Ltd.
Geoffrey Lougheed
Scott Lund
Bob MacDonald and Kelly Oreskovich
Robert MacDonald
James and Hope Marchbank
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Kevin McCormick
Bryen McGuire
Patricia Mills
MORCOM Consultants
Richard Morris
Douglas Morrison
Julie and Kirk Moskalyk
MTD Products
Dr. Chris Nash and Dr. Roger Nash
Shah Nawaz
Newalta Corporation
Newcap Radio
Jim Noble
Northern Life
Northfast Limited
Nova Films
Nuclear Waste Management Organization
Grant and Jane O'Connor
Kevin O'Connor
OJ Graphix
Ontario Power Generation
Vic and Sandra Palkanis
Michael and Joanne Palkovits
Paul Pedersen
PepsiCo Canada
Perry & Perry Architects Inc.
Dave and Sandra Petryna
Petryna Advertising Inc.
Photo Captiva
Jennifer Pink
Pioneer Construction
Claire and Rob Pollesel
Porter Airlines
Prosperi Plastering Company
Reliable Maintenance Products
Angie and Todd Robson
Rock Solid Computer Services
Carey Roy
Toula Sakellaris
Marc G. Serré
Sinclair & Sinclair LLP
Skin MediSpa
Smiles North Photo Booth
Dr. Steve Socransky
St. Joseph's Continuing Care Centre
Stack Brewing
Staples
John and Mary Stefura
Sudbury Burlesque
Sudbury Integrated Nickel Operations,
A Glencore Company
Sudbury Regional Credit Unions Limited
Svetlana Designs
Talos Steel Ltd.
TD Canada Trust
TD Friends of the Environment Foundation
Technica Group Inc.
The J.P. Bickell Foundation
Craig Ticalo
TNT Auctions
Travelway Inn
Brenda Tremblay and Glenn Graham
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Verdicchio - Ristorante | Enoteca
Vineland Estates Winery
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Mireille Wright
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Yallowega Bélanger Salach Architecture

** Cash donations of $250 and greater; in-kind contributions of $500 and greater*

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KGHM International Ltd., Victoria Project
Laking Toyota Scion
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Science North Board of Trustees

(as of March 31, 2016)

Name	Date Appointed	Term Expiry Date
Scott Lund,Chair	June 29, 1998	June 27, 2016
Elyse Clements, Vice-Chair	June 29, 1998	August 25, 2016
Stephanie Baker	December 2, 2015	December 2, 2018
Gisèle Chrétien	January 15, 2016	January 15, 2019
Dr. Jordi Cisa	March 24, 2004	June 2, 2016
Lorraine Dupuis	March 24, 2004	June 2, 2016
Manfred Herold	May 25, 2004	June 2, 2016
Dr. Stephen Kosar	January 27, 2010	January 27, 2016
Jeffrey Laberge	February 11, 2009	April 22, 2018
Claude Lacroix	July 15, 2009	July 15, 2015
John Macdonald	June 11, 2008	August 13, 2017
Gordon Marrs	June 22, 2005	April 1, 2018
Todd Miller	December 17, 2013	December 17, 2016
Murray Scott	January 23, 2013	August 25, 2016
Greg Seguin	February 24, 2016	February 24, 2019

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(as of March 31, 2016)

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Dr. Stephen Kosar – Chair
Claude Lacroix
Bruce Hennessy

Business Affairs Committee
Jeffrey Laberge – Chair
Manfred Herold
Greg Seguin
Cathy Bailey
Doug Craig
Bruce Hennessy
Justin Lemieux
Kati McCartney

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Scott Lund – Chair
Elyse Clements
Jeffrey Laberge
Claude Lacroix (member at large)
Gordon Marrs

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Gordon Marrs – Chair
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Lorraine Dupuis
John Macdonald
Todd Miller
Diane Abols
Nels Conroy
Michele Henschel
Céline Larivière
Leona Scanlon
David Wood

Names in italics represent non-trustee members

Science North Staff
(as of March 31, 2016)

Guy Labine
Chief Executive Officer

Chloe Gordon
Executive Manager, CEO's Office
Eileen Kotila
Administrative Assistant

Audrey Dugas
Senior Manager, Grant Programs

Jennifer Pink
Science Director

Julie Moskalyk
Senior Manager, Dynamic Earth
Jennifer Beaudry
Bryen McGuire
Staff Scientists

Robert Gagne
Senior Producer
Amy Wilson
Associate Producer/Editor
Richard Wilderman
Animator

Brenda Koziol
Senior Scientist, Travelling Exhibits
Kirsti Kivinen-Newman
Vacant
Staff Scientists

Nancy Somers
Senior Scientist, Science Operations
Roger Brouillette
Daniel Chaput
Bruce Doran
Amy Henson
Ashley Lemieux-Tremblay
Olathe MacIntyre
Dana Murchison
Nina Nesseth
Melissa Radey
Staff Scientists
Jacqueline Bertrand
Dale Myslik
Science Technicians
Russell Jensen
Michel Tremblay
Technical Specialists
Ronald Bradley
Technician

Danielle Waltenbury
Senior Scientist, Science Initiatives

Carey Roy
Assistant to the Directors, Science and Education Initiatives

Nicole Chiasson
Director, Education and Northern Programs
Sarah Chisnell
Senior Scientist, Education
Cathy Stadder Wise
Senior Scientist, Informal Science Programs
Emily Kerton
Senior Scientist, Outreach and Aboriginal Initiatives
Josée Bertrand
Erin Campbell
Lora Clausen
Natalie Crinklaw (On Leave)
Dominique Gagnon
Amy Gravelle
Tina Leduc (On Leave)
Jill Legault
Staff Scientists
Cassandra Belanger
Informal Science Program Specialist
Mary Chang
Science Communicator

Brenda Tremblay
Chief Operating Officer

Jennifer Booth
Senior Manager, Finance & Accountability
Angela McCandless
Senior Accountant
Michelle Ciulini
Valerie Lefebvre
Céline Roy
Accountants
Diane Rossi
Pay & Benefits Officer
Janine Pigozzo
Procurement and Contracts Officer

Mark Gibson
Manager – Facilities Infrastructure
Dale Bursey
Facility Manager
Paul Loiselle
William Mann
Shawn McNamara
Renaud Marquis
Robert Longarini
Technical Specialists

Dave Kelly
IT Services Manager
Brian Wright
IT Technician

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Senior Manager - Marketing
Angele Daoust
Justine Martin
David McGuire
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Marketing Specialists
Josh Dandurand
Digital Marketer
Kim Lavigne
Mireille Wright
Graphic Designers

Ashley Larose
Senior Manager, International Sales
Vacant
Exhibit Sales and Marketing Leader
Andrew Blair
Client Services Assistant
Darla Stoddart
Manager, Travelling Exhibits Touring Operations
Don Greco
Michael Palumbo
Technical Specialists
Vern Gran
Technical Project Manager
Tasio Gregorini
Senior Technologist
Andrea Martin
Project Manager

Renee LePera
Senior Manager, Sales & Visitor Services
Michelle Lalonde
Kimberly Parkhill
Sales Leaders
Kathryn Huneault (On Leave)
Sales Leader, Food and Functions
Crystal Craig
Special Functions Lead
Vince Murphy
Manager, Facility Operations
Kevin McArthur
Ron Pinard
Technical Specialists

Beverly Pugliese
Operations Assistant – COO Unit

Kristal Lafantaisie (On Leave)
Manager, Development
Sally Dunton
Development Officer

Denise Fera
Director, Organizational Development
Vacant
Senior Manager, Organizational Development
Rebecca Wilson
Manager, Organizational Development Operations
Tasha Denis
Organizational Development Officer

Appendix:
Science North Audited Financial Statements
(as of March 31, 2016)

Financial Statements of

SCIENCE NORTH

Year ended March 31, 2016

KPMG LLP
Claridge Executive Centre
144 Pine Street
Sudbury Ontario P3C 1X3
Canada
Telephone (705) 675-8500
Fax (705) 675-7586

INDEPENDENT AUDITORS' REPORT

To the Honourable Minister of Tourism, Culture and Sport of the Province of Ontario and the Board of Trustees of Science North

We have audited the accompanying financial statements of Science North, which comprise the statement of financial position as at March 31, 2016, the statements of operations and changes in fund balances and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

KPMG LLP is a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. KPMG Canada provides services to KPMG LLP.

KPMG

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Science North as at March 31, 2016, its results of operations, its remeasurement gains and losses and its cash flows for the year then ended, in accordance with Canadian public sector accounting standards.

KPMG LLP

Chartered Professional Accountants, Licensed Public Accountants

June 21, 2016
Sudbury, Canada

SCIENCE NORTH

Statement of Financial Position

March 31, 2016, with comparative information for 2015

	2016	2015
Assets		
Current assets:		
Cash	$ 2,472,291	$ 3,989,593
Short-term investments	4,057,821	3,929,296
Accounts receivable	1,366,545	1,479,442
Prepayments and inventory	1,022,986	1,640,884
	8,919,643	10,865,903
Restricted investments	6,869,157	6,663,670
Capital assets (note 2)	39,364,118	39,072,006
	$ 55,152,918	$ 56,774,891
Liabilities and Fund Balances		
Current liabilities:		
Accounts payable and accrued liabilities	$ 3,408,072	$ 2,940,796
Deferred revenue	2,039,299	1,673,464
Current portion of loans payable (note 3)	1,971	3,971
	5,449,342	4,618,231
Loans payable (note 3)	1,428,336	1,430,307
	6,877,678	6,048,538
Fund balances:		
General	832,044	2,256,585
Capital asset	38,315,309	38,023,196
Restricted and endowment (note 4)	9,127,887	10,446,572
	48,275,240	50,726,353
	$ 55,152,918	$ 56,774,891

See accompanying notes to financial statements.

On behalf of the Board:

Chair

Director

SCIENCE NORTH

Statement of Operations and Changes in Fund Balances

Year ended March 31, 2016, with comparative information for 2015

	General		Capital Asset		Restricted and Endowment		Total	
	2016	2015	2016	2015	2016	2015	2016	2015
Revenue:								
Province of Ontario grants:								
Operating	$ 6,828,900	6,828,900	-	-	-	-	6,828,900	6,828,900
Specific	647,456	566,960	722,403	1,793,362	-	-	1,369,859	2,360,322
Government of Canada grants	309,381	141,371	238,548	581,065	-	-	547,929	722,436
Municipal grants	13,000	10,000	190,053	-	-	-	203,053	10,000
Admissions:								
Science Centre	1,176,333	1,112,199	-	-	-	-	1,176,333	1,112,199
Dynamic Earth	550,007	474,537	-	-	-	-	550,007	474,537
IMAX Theatre	450,297	470,457	-	-	-	-	450,297	470,457
Planetarium	107,907	123,858	-	-	-	-	107,907	123,858
Workshops and events	1,096,727	995,136	-	-	-	-	1,096,727	995,136
Memberships	659,827	523,733	-	-	-	-	659,827	523,733
Business operations:								
Food services	751,244	672,005	-	-	-	-	751,244	672,005
Exhibit and theatre production sales	1,282,969	2,424,528	-	-	-	-	1,282,969	2,424,528
Film production services	59,197	99,680	-	-	-	-	59,197	99,680
Retail	811,989	821,144	-	-	-	-	811,989	821,144
Parking	89,459	75,648	-	-	-	-	89,459	75,648
Fundraising and donations	383,337	348,274	30,000	34,000	37,434	9,649	450,771	391,923
Interest earned	111,564	147,126	-	-	282,039	218,174	393,603	365,300
Other	58,922	55,508	550,646	36,980	-	-	609,568	92,488
	15,388,516	15,891,064	1,731,650	2,445,407	319,473	227,823	17,439,639	18,564,294
Expenses:								
Science program:								
Science Centre operations	2,712,679	2,638,577	-	-	-	-	2,712,679	2,638,577
Education and Northern programs	1,926,295	1,609,176	-	-	-	-	1,926,295	1,609,176
Dynamic Earth operations	704,700	651,348	-	-	-	-	704,700	651,348
Business operations:								
IMAX Theatre	574,191	541,152	-	-	-	-	574,191	541,152
Planetarium	67,490	117,879	-	-	-	-	67,490	117,879
Food service	555,433	501,228	-	-	-	-	555,433	501,228
Cost of exhibit sales	1,487,735	1,605,291	-	-	-	-	1,487,735	1,605,291
Cost of film services	61,726	49,024	-	-	-	-	61,726	49,024
Retail	573,325	576,881	-	-	-	-	573,325	576,881
Box office and sales	517,400	482,322	-	-	-	-	517,400	482,322
Maintenance and building	1,913,118	1,827,219	-	-	-	-	1,913,118	1,827,219
Administrative operations	2,725,949	2,505,014	-	-	-	-	2,725,949	2,505,014
Marketing and development	1,373,138	1,412,225	-	-	-	-	1,373,138	1,412,225
Program technical support	416,397	244,802	-	-	-	-	416,397	244,802
Amortization of capital assets	-	-	4,281,176	4,464,265	-	-	4,281,176	4,464,265
	15,609,576	14,762,138	4,281,176	4,464,265	-	-	19,890,752	19,226,403
Excess (deficiency) of revenue over expenses	(221,060)	1,128,926	(2,549,526)	(2,018,858)	319,473	227,823	(2,451,113)	(662,109)
Fund balances, beginning of year	2,256,585	2,998,251	38,023,196	39,789,228	10,446,572	8,600,983	50,726,353	51,388,462
Transfers for capital	(1,232,234)	(252,826)	2,841,639	252,826	(1,609,405)	-	-	-
Interfund transfers (note 5)	28,753	(1,617,766)	-	-	(28,753)	1,617,766	-	-
Fund balances, end of year	$ 832,044	2,256,585	38,315,309	38,023,196	9,127,887	10,446,572	48,275,240	50,726,353

See accompanying notes to financial statements.

SCIENCE NORTH

Statement of Cash Flows

Year ended March 31, 2016, with comparative information for 2015

	2016	2015
Cash provided by (used in):		
Operating activities:		
Deficiency of revenue over expenses	$ (2,451,113)	$ (662,109)
Adjustments for:		
Amortization of capital assets	4,281,176	4,464,265
	1,830,063	3,802,156
Changes in non-cash working capital (note 8)	1,563,906	276,618
	3,393,969	4,078,774
Financing activities:		
Principal repayment of loans payable	(3,971)	(52,971)
Capital activities:		
Purchase of capital assets	(4,573,288)	(2,698,233)
Investing activities:		
Decrease (increase) in other restricted investments	(128,525)	73,806
Increase in short-term investments	(205,487)	(372,180)
	(334,012)	(298,374)
Net increase (decrease) in cash	(1,517,302)	1,029,196
Cash, beginning of year	3,989,593	2,960,397
Cash, end of year	$ 2,472,291	$ 3,989,593

See accompanying notes to financial statements.

Science North (the "Organization") is an Ontario Organization established as a Science Centre Organization under the Science North Act of the Province of Ontario. The Organization is a registered charity and is exempt from income taxes under the Income Tax Act.

1. Significant accounting policies:

(a) Basis of presentation:

These financial statements reflect the assets, liabilities, revenues and expenses of the unrestricted, capital and restricted and endowed funds of Science North.

The financial statements have been prepared by management in accordance with Canadian public sector accounting standards including the 4200 standards for government not-for-profit organizations. A statement of remeasurement gains and losses has not been included as there are no matters to report therein.

(b) Revenue recognition:

The Organization follows the restricted fund method of accounting. Under this method, the following principles have been applied:

- Contributions are recorded as revenue in the respective funds based on their nature, source and the restrictions stipulated by the donor.
- Contributions including pledges and donations are recognized as revenue when received or receivable if the amounts can be reasonably estimated and collection is reasonably assured.
- Revenue on contracts is recognized using the percentage-of-completion method. The percentage is determined by relating the actual cost of work performed to date to the current estimated total cost for each contract. Unearned advances are deferred. Projected losses, if any, are recognized immediately for accounting purposes.
- Revenue from film distribution and license / lease arrangements is recognized only when persuasive evidence of a sale or arrangement with a customer exists, the film is complete and the contractual delivery arrangements have been satisfied, the arrangement fee is fixed or determinable, collection of the arrangement fee is reasonably assured and other conditions as specified in the respective agreements have been met.
- Cash received in advance of meeting the revenue recognition criteria described above is recorded as deferred revenue.

(c) Investments:

Short-term investments consist of bonds and coupons and are recorded at fair value.

Restricted investments consist of bonds and coupons and are recorded at amortized cost.

1. Significant accounting policies (continued):

(d) Capital assets:

With the exception of the Bell Grove land, which is recorded at nominal value, capital assets are stated at cost or fair market value if donated.

Amortization on buildings is provided on the declining-balance basis at an annual rate of 5%.

Amortization on exhibits and equipment is provided on the straight-line basis at annual rates ranging from 5% to 20%.

Amortization on large format films, when available for use, is provided in proportion that current revenue bears to management's estimate of revenue expected from the film.

(e) Financial instruments:

All financial instruments are initially recorded on the statement of financial position at fair value.

All investments held in equity instruments that trade in an active market are recorded at fair value. Management has elected to record investments at fair value as they are managed and evaluated on a fair value basis. Freestanding derivative instruments that are not equity instruments that are quoted in an active market are subsequently measured at fair value.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred.

Financial instruments are classified into fair value hierarchy Levels 1, 2 or 3 for the purposes of describing the basis of the inputs used to determine the fair market value of those amounts recorded a fair value, as described below:

Level 1	Fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities
Level 2	Fair value measurements are those derived market-based inputs other than quoted prices that are observable for the asset or liability, either directly or indirectly
Level 3	Fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data

1. Significant accounting policies (continued):

(f) Employee future benefits:

The Organization has defined contribution plans providing pension benefits. The cost of the defined contribution plans is recognized based on the contributions required to be made during each year.

(g) Use of estimates:

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the periods specified. Items subject to such estimates and assumptions include the carrying value of capital assets and loans payable and valuation allowances for accounts receivable and inventory. Actual results could differ from those estimates. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in earnings in the year in which they become known.

2. Capital assets:

2016	Cost	Accumulated Amortization	Net Book Value
Land and buildings:			
Bell Grove	$ 52,139,867	32,534,722	19,605,145
Dynamic Earth	13,950,543	5,636,400	8,314,143
Exhibits and equipment:			
Bell Grove	17,953,247	13,733,083	4,220,164
Dynamic Earth	7,057,155	4,828,382	2,228,773
Travelling exhibits	11,186,581	9,478,245	1,708,336
Large format film	8,096,345	4,808,788	3,287,557
	$110,383,738	71,019,620	39,364,118

2. Capital assets (continued):

2015	Cost	Accumulated Amortization	Net Book Value
Land and buildings:			
Bell Grove	$ 51,501,813	31,502,873	19,998,940
Dynamic Earth	13,860,240	5,260,919	8,599,321
Exhibits and equipment:			
Bell Grove	15,555,206	12,065,534	3,489,672
Dynamic Earth	6,525,769	4,751,158	1,774,611
Travelling exhibits	10,275,851	8,504,099	1,771,752
Large format film	8,096,263	4,658,553	3,437,710
	$105,815,142	66,743,136	39,072,006

3. Loans payable:

Reduced or non-interest bearing loans are payable as follows:

	Principal Outstanding		
	2016	2015	Payment Terms
Province of Ontario:			
IMAX Theatre	$ 75,837	75,837	50% of average annual IMAX Theatre profits, if any, for previous two fiscal years.
Wings Over the North	1,000,000	1,000,000	One third of remaining distribution profits received by Science North once a third party contributor has recouped its investment against such profits.
Government of Canada:			
Large Format Films Distribution	354,470	358,441	This loan is repayable at 4% of gross revenues from film distribution and its derivatives.
Total	1,430,307	1,434,278	
Less current portion of loans payable	1,971	3,971	
	$1,428,336	1,430,307	

The Federal loans payable reflect management's current estimates of its obligation given the plans and results to date. The balances have not been discounted given the indeterminable repayment schedule.

4. Restricted and endowment funds:

The restricted and endowment funds are comprised of the following:

	2016	2015
Externally restricted:		
Capital renewal fund	$ 2,863,323	2,747,778
Program and exhibit funds	685,684	589,068
Endowment fund	32,648	30,398
	3,581,655	3,367,244
Internally restricted:		
Funds:		
Operating reserve fund	2,899,503	2,940,021
Waterfront development	278,533	247,881
Human resources	109,466	108,524
Funded reserves	6,869,157	6,663,670
Other	27,918	190,030
Program and exhibit funds	152,149	152,149
Replacement of capital assets	1,512,144	2,959,619
Human resources	566,519	481,104
	2,258,730	3,782,902
	$ 9,127,887	10,446,572

5. Interfund transfers:

The interfund transfers are comprised of:

(a) net assets of $529,095 (2015 - $345,029) which were internally allocated between the General Fund and the Restricted Fund, to cover certain general fund purchases;

(b) net assets of $89,117 (2015 - $1,696,390) which were internally allocated between the General Fund and the Restricted Fund for capital acquisitions (future capital acquisitions); and

(c) net assets of $411,225 (2015 - $266,405) which were internally allocated between the General Fund and the Restricted Fund to cover future operational expenditures.

6. Financial instruments:

(a) Credit risk and market risk:

The Organization has no significant exposure to credit or market risks.

(b) Liquidity risk:

Liquidity risk is the risk that the Organization will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Organization manages its liquidity risk by monitoring its operating requirements. The Organization prepares budget and cash forecasts to ensure it has sufficient funds to fulfill its obligations.

(c) Interest rate risk:

Interest rate risk is the potential for financial loss caused by fluctuations in fair value or future cash flows of financial instruments because of changes in market interest rates.

The Organization is exposed to this risk through its interest bearing investments.

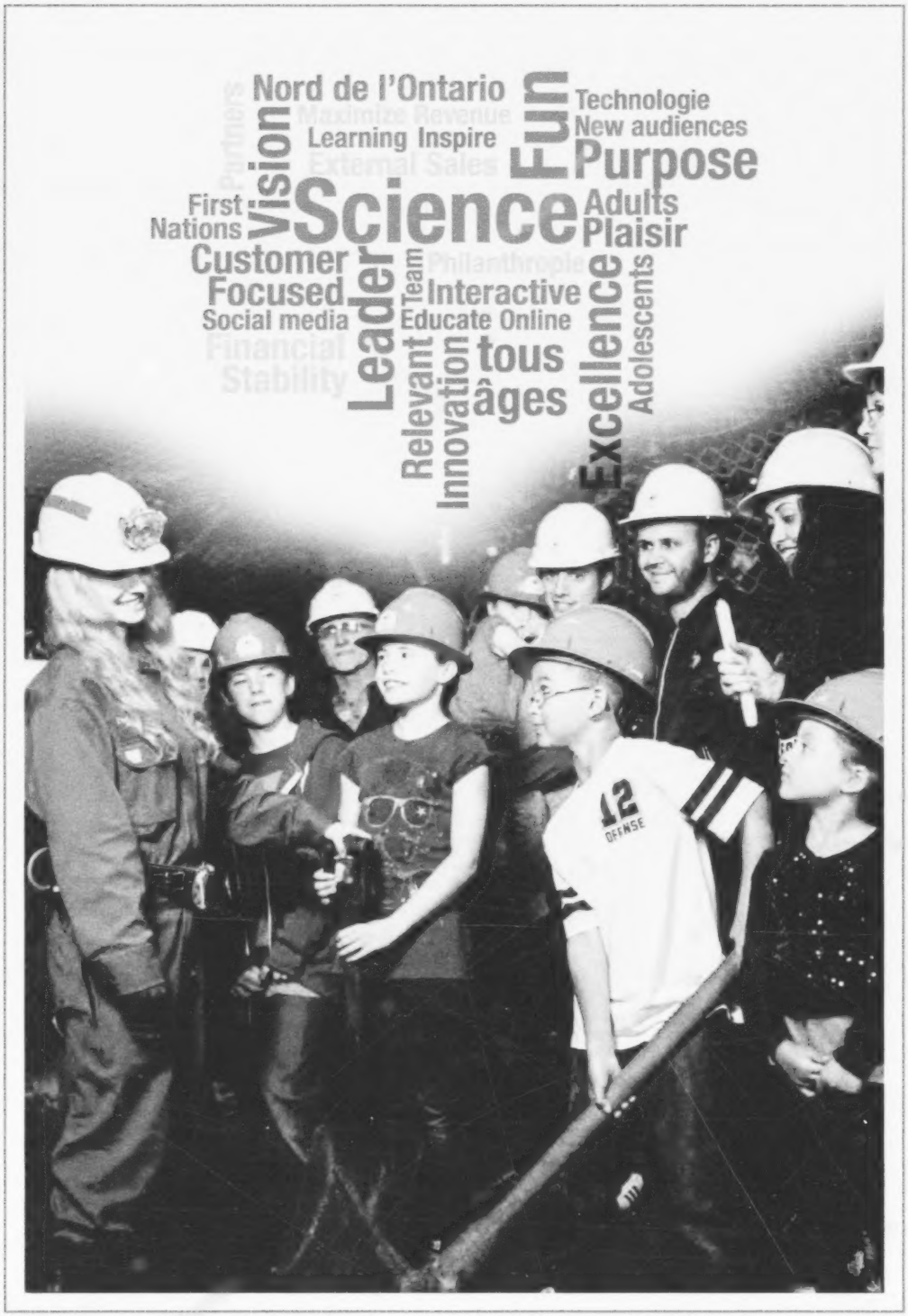
The Organization's bond portfolio has interest rates ranging from 2.32% to 6.0% with maturities ranging from April 1, 2016 to June 3, 2039.

7. Employee future benefits:

The contributions to the defined contribution pension plans were $506,488 (2015 - $490,088).

8. Change in non-cash operating working capital:

		2016	2015
Cash provided by (used in):			
Decrease in accounts receivable	$	112,897	919,038
Decrease (increase) in prepayments and inventory		617,898	(731,219)
Increase in accounts payable and accrued liabilities		467,276	176,902
Increase (decrease) in deferred revenue		365,835	(88,103)
	$	1,563,906	276,618



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